



# Health & Wellbeing Investor Deep Dive

July 6, 2022



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This presentation may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. Forward-looking statements also include, but are not limited to, statements and information regarding the Unilever Group's (the 'Group') emissions reduction targets and other climate change related matters (including actions, potential impacts and risks associated therewith). These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Group. They are not historical facts, nor are they guarantees of future performance or outcomes.

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Further details of potential risks and uncertainties affecting the Group are described in the Group's filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including in the Unilever Annual Report and Accounts 2021.



Health &  
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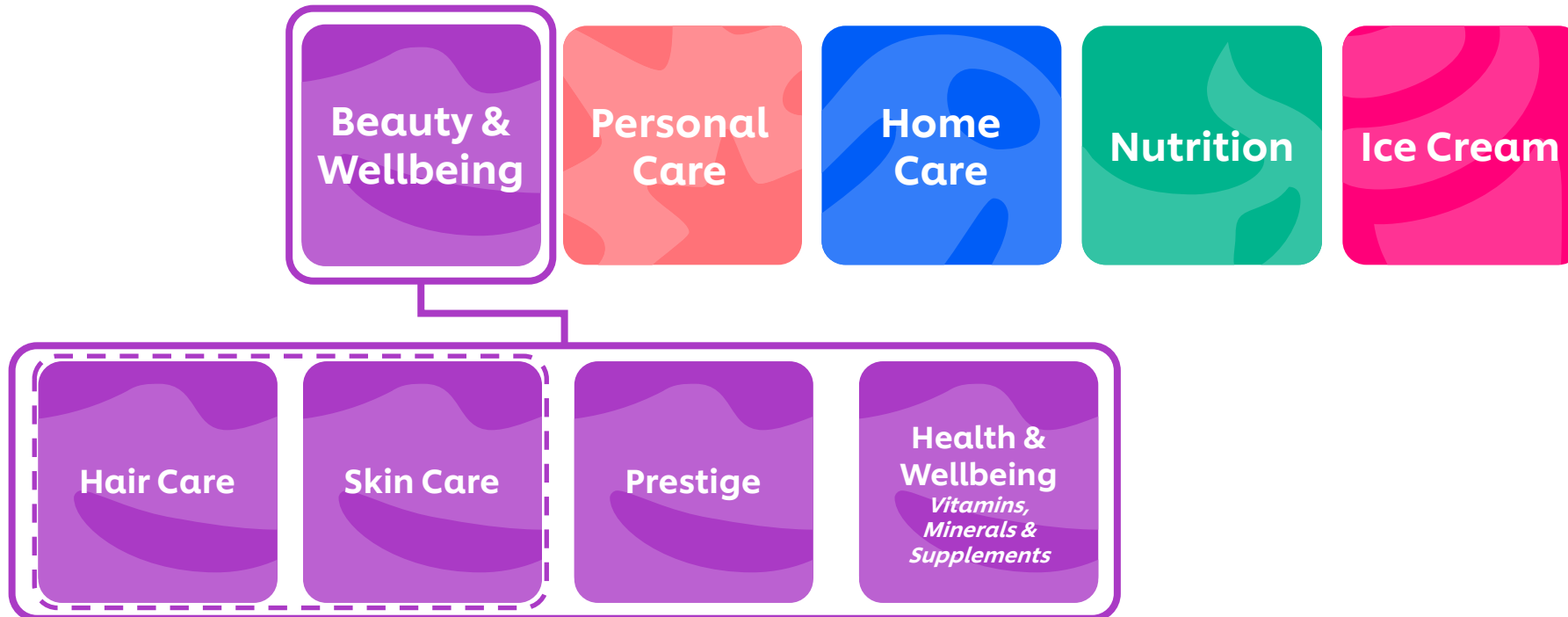
Fernando Fernandez  
President, Beauty & Wellbeing



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# Unilever's New Organisational Structure

## Business Groups



Jostein Solheim  
CEO, Health & Wellbeing



Health &  
Wellbeing

# Jostein Solheim



**CEO, Health & Wellbeing**



Former CEO of Ben & Jerry's  
for 8 years



30 years at Unilever with deep  
experience across categories  
and markets



# Agenda

- **Introduction to Health & Wellbeing**  
Unilever's Vitamins, Minerals & Supplements business
- **Strategy and Value Creation Model**



**Health &  
Wellbeing**



# Health & Wellbeing is...



A portfolio of fast growing, lifestyle-led, science-driven brands



Focused on attractive segments, product formats & channels



Underpinned by a Unilever platform of capabilities to scale and unlock value





# Unilever Health & Wellbeing

**>€1bn**  
turnover<sup>1</sup>

**50%+**  
growth p.a.  
since 2019<sup>2</sup>

**+35bps**  
to Unilever USG  
in 2021

**40%**  
of sales online

A profitable, fast-growing business of lifestyle brands

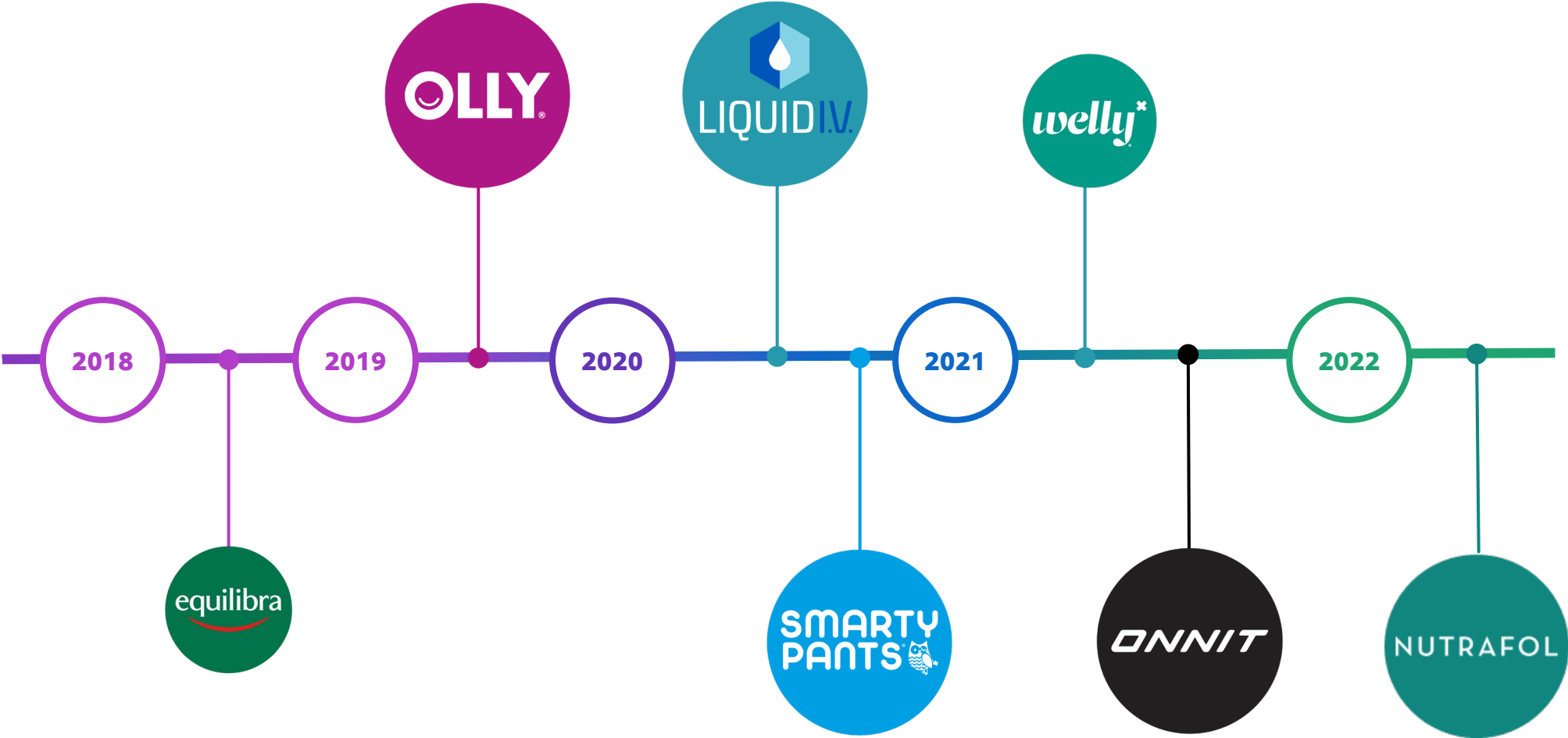


The image shows a row of six brand logos, each inside a colored circle. From left to right: 'equilibra' in white on a green circle; 'OLLY' in white on a pink circle; 'LIQUIDIV.' in white on a teal circle with a blue water drop icon; 'SMARTY PANTS' in white on a blue circle with a small animal icon; 'welly\*' in white on a green circle; and 'ONNIT' in white on a black circle.

<sup>1</sup> Turnover on an annualised basis <sup>2</sup> Like-for-like turnover 2019-2021



# Focused and disciplined approach to M&A



# Leading position in gummies, the fastest growing major VMS format



Delightful vitamins and supplements with real-life benefits



#1 Sleep gummies



#2 VMS gummy brand<sup>1</sup>



Science based nutrition made with premium ingredients for kids & adults



#1 Multivitamins

#2 VMS gummies

<sup>1</sup> Food, Drug & Mass Channels



# Disruptive, digitally native brands



Lifestyle-led functional hydration brand that has disrupted the market



#1 Powdered Hydration



Authority on brain supplements with a passionate community of followers



#2 Nootropics / brain supplements

# Acquired a majority stake in Nutrafol

Strengthening the portfolio in 'beauty from within'



- Hair health concerns affect more than 114 million U.S. consumers.
- #1 dermatologist recommended hair growth supplement in the U.S.
- 2/3<sup>rds</sup> of sales from Nutrafol.com.
- Clinically-backed, physician-formulated science.
- Opportunity to scale through regime building and international expansion.



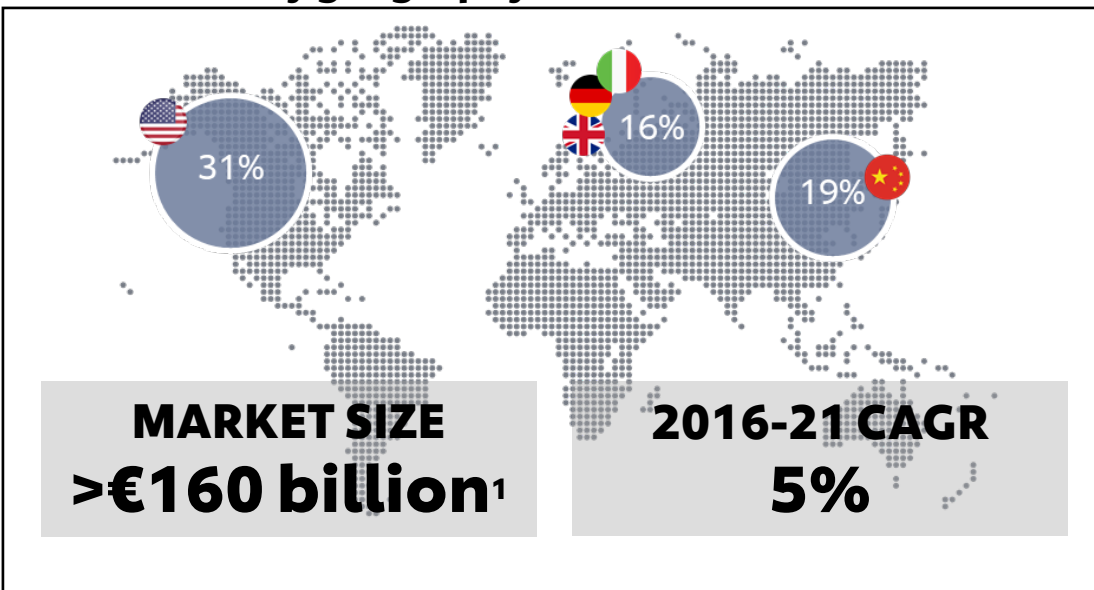
# Strategy and Value Creation Model



**Health &  
Wellbeing**

# Focused on high growth segments and key geographies

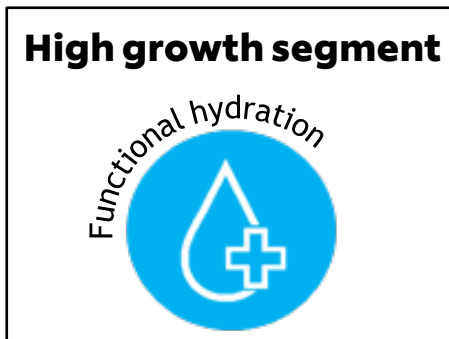
## VMS market by geography



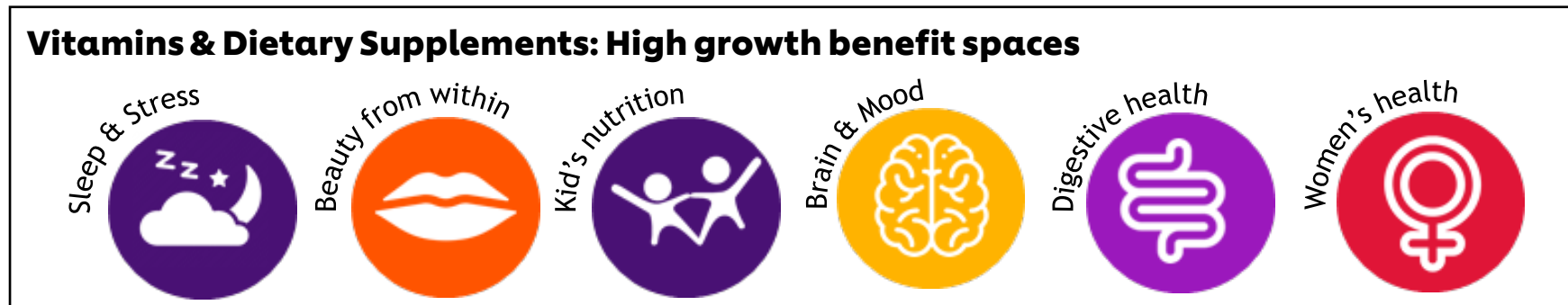
## VMS market by segment

	MARKET SIZE (RSV)	STRATEGIC FIT
<b>Vitamins &amp; Dietary Supplements</b>	€105bn	
<b>Functional Hydration</b>	>€18bn	
Weight Management	€17bn	
Sports Nutrition	€20bn	

## High growth segment



## Vitamins & Dietary Supplements: High growth benefit spaces







<sup>1</sup> Market Size includes Vitamins, Minerals & Supplements + Sports Drinks/Functional Hydration (Euromonitor 2021)



# VMS market is going through a major shift

From 'health as the absence of disease'  
to 'health as a lifestyle pursuit'

## Key drivers underpinning this shift

-  Trusted science & transparency
-  Benefit-led & personalized
-  Purpose driven & "Better-for-you"
-  Social proof & endorsement

The hair you  
want *begins*  
*within.*



We meet you  
where you are  
in life.



Clinically proven  
hair growth  
formulas for every  
woman at every  
life stage.



A body in  
balance is  
*primed*  
*to grow.*



# Uniquely positioned to benefit from market tailwinds



**Majority**

of category growth will come from Gummies, Powders<sup>1</sup>

80%<sup>2</sup> of our business is in Gummies & Powders



**2x**

higher growth in our focused segments

65%<sup>2</sup> of our sales are from these segments



**Majority**

of projected category growth from eCom<sup>1</sup>

40% of our sales are from eCommerce



**58%**

of projected VMS consumption by 2040 from Millennials and Gen Zs

75%<sup>3</sup> of our media spend targets Millennial & Gen Z consumers

<sup>1</sup> Nutrition Business Journal 2020 <sup>2</sup> Percentage of US Sales <sup>3</sup> Estimated percentage of targetable media spend in 2022 (in US)



# Networked and agile operating model, designed to create value

**Operating Companies**

**Agile, focused, with brilliant execution for strong growth**



**Demand-creation**

**Operations**

**Data & Analytics**  
to support performance marketing at scale

**Customer & Channel**  
execution excellence

**Networked supply chain**  
unlocking efficiencies

**Leading Science**  
and innovation capability

**Rigorous Regulatory & Quality Assurance**  
that guarantees integrity

**Back-office**  
unlocking synergies

**International Expansion**

**Common, integrated technology backbone**



# Ambition to reach €3 billion in turnover

€3

billion

**Majority**  
of growth will be  
organic

**>50%**  
of business will be  
online

## Levers of the Growth Strategy

### Organic Growth in US



Science-led Innovation



Increase awareness, penetration and availability



Value creation driving cost and revenue synergies

### International



China for China: Dedicated operating team



Key European markets



Seeding in markets of the Future

### Inorganic Growth (M&A)



Focused need spaces & geographies



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# Key takeaways



>€1bn turnover with 50%+ like-for-like growth p.a. since 2019<sup>1</sup>



A portfolio of fast growing, lifestyle-led, science-driven brands



Focused on attractive segments, product formats & channels



Underpinned by a platform of Unilever capabilities to scale and unlock value



Ambition to reach €3bn turnover



<sup>1</sup> Turnover on an annualised basis; Like-for-like turnover 2019-2021



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